



**NORTH DAKOTA**

**NATIONAL GUARD** 

# STRATEGIC GUIDANCE

**2017**

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# INTRODUCTION



**MAJ. GEN. ALAN DOHRMANN**  
**NORTH DAKOTA NATIONAL GUARD**  
**THE ADJUTANT GENERAL**

**T**his strategic guidance sets the North Dakota National Guard on a course toward 2030. It informs our leaders at every echelon where we want to go as an organization and how we plan to get there. The guidance communicates a new vision that guides a comprehensive and integrated strategic approach for accomplishing an ambitious strategic plan for our organization. Finally, this guidance will stimulate and synchronize the planning and action necessary to achieve that plan.



# OUR MISSION

**O**ur mission remains unchanged. It defines our identity and describes what we must accomplish on a daily basis to be successful.

## MISSION STATEMENT:

**PROVIDE READY UNITS,  
INDIVIDUALS, AND  
EQUIPMENT SUPPORTING  
OUR COMMUNITIES, STATE,  
AND NATION.**



# WHO WE ARE

**W**e are no longer a strategic reserve, we are an operational force — the primary combat reserve of the Army, Air Force and the nation's military first responders. We are a competent warfighting organization proven in the persistent global conflict of the last two decades. We are the force of

choice in homeland operations, skilled at conducting emergency response in our state, as well as protecting the borders and airspace of our country. We continuously sustain our operational capabilities and capacity to conduct both the warfight and homeland mission sets.







# IMPERATIVES

**T**he North Dakota National Guard imperatives exist at every level of our organization. They are the fundamentals that we must do well to accomplish our mission and meet the operational demand signal of our state and federal customers. They also underpin our organization's strategic approach and drive coordinated action. In essence, doing them well helps ensure mission accomplishment at the tactical, operational and strategic levels.

## READINESS

Our greatest obligation is to ensure that our Soldiers and Airmen are trained and equipped to be successful in any mission. This begins with filling our ranks and concludes with a well-trained and equipped unit fully ready to accomplish its assigned mission. Readiness today ensures mission accomplishment tomorrow.

## PROFESSION OF ARMS

We are a profession bound to a code of conduct and ethics that earn the trust of the people we serve. We promote esprit de corps through a culture that honors and cherishes the customs, courtesies, ceremonies, and traditions inherited from those who have honorably served before us. We are committed to developing and advancing expert knowledge and the skills



demanded of this profession. Our Army and Air Force values guide our service to both our state and nation with the ethical and moral character to do what is right in all aspects of our profession. We embrace and uphold these values and hold one another accountable to those high standards.

**ARMY VALUES:** *Loyalty, Duty, Respect, Selfless Service, Honor, Integrity, Personal Courage*

**AIRFORCE VALUES:** *Integrity First, Service Before Self, Excellence in All We Do*





## LEADERSHIP

Our organization requires leaders of character, competence and discipline, who are able to plan, direct and excel in any environment. Leaders with diversity of thought, an inquisitive nature, and critical thinking abilities are crucial to our success. Leader development is continuous and requires personal initiative. Leaders at every level develop throughout their careers in their education, training, and experiences.

Honest mistakes when identified and acknowledged, create opportunities for leaders to learn that are invaluable for development. All leaders are empowered to accept prudent risk and exercise disciplined initiative to accomplish their mission. Competent and empowered leaders at the tactical and operational level enable the execution of the key tasks of objectives at the strategic level.

## PEOPLE AND RELATIONSHIPS

The strength of our organization is our people. We trust our people and treat them fairly, with dignity and respect. The physical, emotional, social, spiritual, and family well-being

of our Soldiers, Airmen, and civilian employees is vital to our mission. Diversity and inclusion add immeasurable value. We also maintain strong mutually beneficial relationships with our partners, customers and stakeholders. It is through positive and lasting relationships that we are able to gain the support that we require of our partners, customers and stakeholders to accomplish our strategic objectives.

## STEWARDSHIP OF RESOURCES

Leaders at every echelon are expected to be faithful stewards of the resources entrusted to us by the people we serve. Prioritizing safety and mitigating risk to acceptable levels are paramount to preserve our resources. However, we will never rest, we will continually look to reinvent ourselves to find new efficiencies and better ways to make every dollar count. Effective and efficient use of our resources facilitates the resourcing of our strategic objectives.



# OUR VISION

**O**ur vision is new and focused on our organization. It describes where we want to take the NDNG into the future. It provides direction to the members of our team and guides our strategic approach.

## VISION STATEMENT:

**A PREMIER FORCE,  
RELEVANT TODAY,  
EVOLVING TO MEET THE  
MISSIONS OF TOMORROW.**

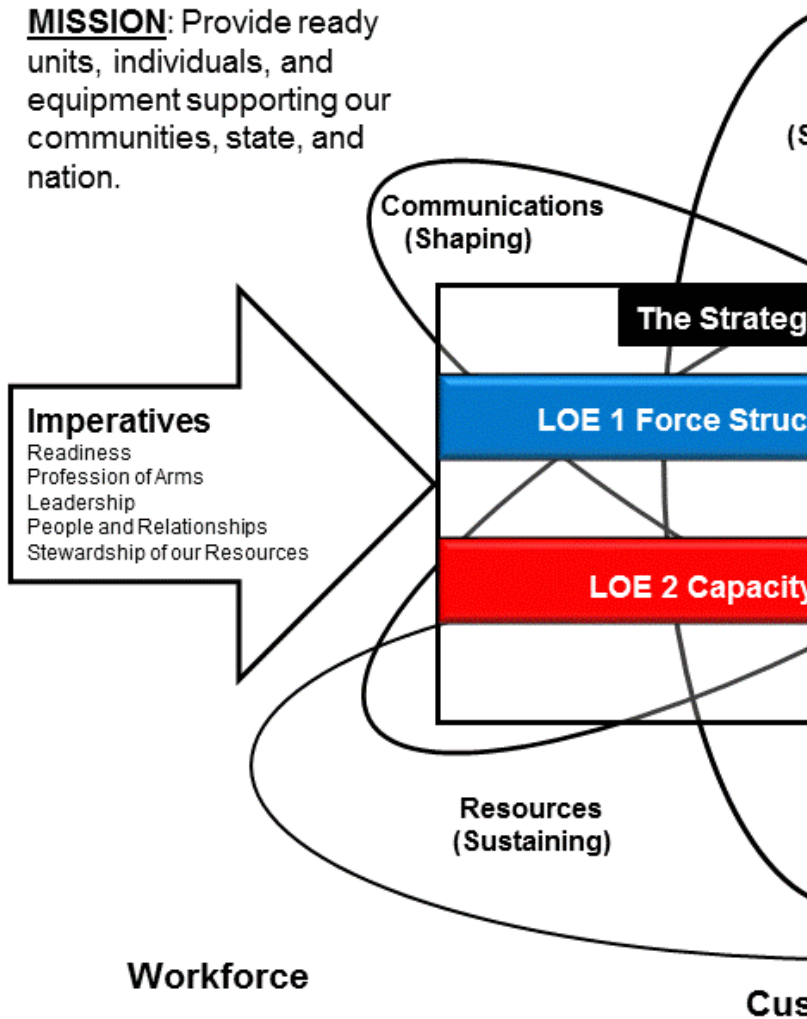




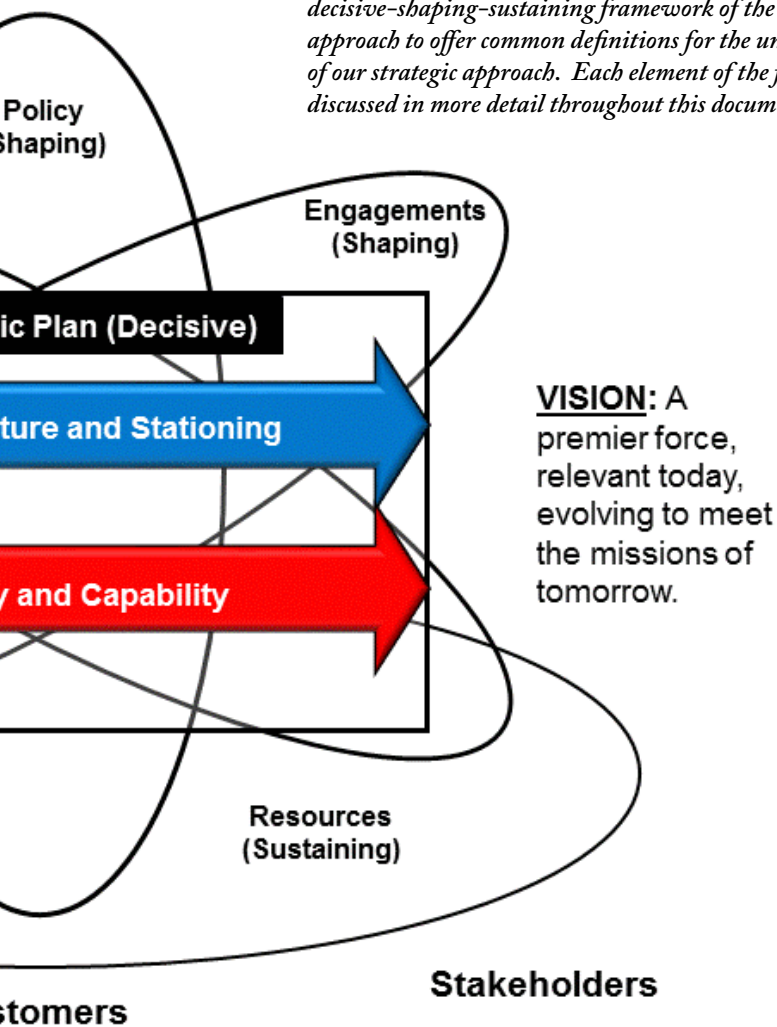


# STRATEGIC APPROACH

**MISSION:** Provide ready units, individuals, and equipment supporting our communities, state, and nation.



*The strategic approach describes the connections between the programs and processes engaged by the organization in accomplishing the strategic plan. We adopted the doctrinal decisive-shaping-sustaining framework of the operational approach to offer common definitions for the understanding of our strategic approach. Each element of the framework is discussed in more detail throughout this document.*



# STRATEGIC PLAN

**T**he strategic plan is the decisive effort within our strategic approach. It provides the ends (objectives), ways and means to realize our vision. It consists of two lines of effort (LOEs) that synchronize and sequence related objectives towards a desired end state.

## LOE1: FORCE STRUCTURE AND STATIONING

LOE 1 matches facility function and capacity to the force structure at each location to exceed mission requirements. It also considers the availability and quality of training resources, as well as the potential impacts to our communities.

## LOE2: CAPACITY AND CAPABILITY

LOE 2 assists our organization in proactively evolving ahead of our competitors, building capacity and capability while anticipating future demands of ever-changing mission sets. This allows us to remain relevant and in high demand by our nation, state, and communities.







# LINES OF EFFORT

## LOE 1: FORCE STRUCTURE AND ST

Increase Regional Training Institute (RTI) mission by 25% no later than (NLT) 2021

Execute the force structure plan NLT 2022

Build cyber capacity to position for growth of additional cyber force structure NLT 2025

## LOE 2: CAPACITY AND CAPAB

Establish an operational simulation center NLT 2020

Promote CGTC (Devils Lake) and RTS (Fargo) as premier training centers NLT 2020

Set conditions to build unmanned systems capacity and capabilities NLT 2024

## ATIONING

Ensure  
facility function and  
capacity matches  
stationing  
requirements NLT  
2030

**END STATE:**  
**A RELEVANT FORCE**  
**STRATEGICALLY PLACED**  
**TO SUPPORT**  
**FUTURE MISSIONS**

## ILITY

Expand training  
areas and create  
additional live fire  
ranges NLT 2025

**END STATE:**  
**A FORCE POSITIONED**  
**WITH A**  
**COMPETITIVE**  
**ADVANTAGE TO ACQUIRE**  
**EMERGING MISSIONS**  
**AND EXCEED EXPECTATIONS**



# FORCE STRUCTURE AND STATIONING

## OBJECTIVE 1.1:

**Increase Regional Training Institute (RTI) mission by 25 percent NLT 2021 (RTI).**

## MILESTONES:

1. Create and refine access to RTI information and resources by FY17.
2. Build and maintain lines of communication with key stakeholders to facilitate objective completion by FY18.
3. Build institutional capability by FY20.
4. Increase schoolhouse capacity by FY20.

## KEY STAKEHOLDERS:

*Camp Grafton Training Center (CGTC), U.S. Army Training and Doctrine Command (TRADOC), National Guard Bureau (NGB) G3 Training, Engineer School Commandant, Quartermaster Proponent, U.S. Army Chief of Engineers, Active-Duty and Reserve components, Directorate of Training and Leader Development at Fort Leonard Wood*



# FORCE STRUCTURE AND STATIONING

## OBJECTIVE 1.2:

Execute the force structure plan NLT 2022 (J3/7).

## MILESTONES:

1. Build N.D. Air National Guard (NDANG) capacity to support associations with Active-Duty Components by FY21.
2. Reevaluate NDANG missions to ensure a balanced force structure to be competitive for emerging missions by FY21.
3. Rebalance force structure to maximize facility space and availability by FY22.
4. Complete Air Defense Artillery (ADA) Modernization by FY22.
5. Acquire Military Police (MP) Battalion Headquarters through growth or structure trade by FY22.
6. Sustain engineer force structure while attaining emerging engineer capabilities by FY22.

## KEY STAKEHOLDERS:

*Communities Involved, NGB, Units, Fort Leonard Wood, RTI, 263rd Army Air and Missile Defense Command, Active-Duty Components*



# FORCE STRUCTURE AND STATIONING

## OBJECTIVE 1.3:

**Build cyber capacity to position for growth of additional cyber force structure NLT 2025 (J3/7, J6, J5/9).**

## MILESTONES:

1. Ready existing Cyber Protection Team (CPT) by FY18.
2. Expand Sensitive Compartmented Information Facility (SCIF) by FY20.
3. Achieve 100 percent fill and Military Occupational Specialty (MOS)-Qualified in 25 and 255 series by FY20.
4. Ready Defensive Cyber Operations Element (DCO-E) by FY20.
5. Develop partnerships with two external organizations to increase cyber collaboration by FY22.

## KEY STAKEHOLDERS:

*CPT Headquarters in Colorado, CPT Brigade in Virginia, Signal Proponent, State Education Institutions, and State Agencies*



# FORCE STRUCTURE AND STATIONING

## OBJECTIVE 1.4:

**Ensure facility function and capacity matches stationing requirements NLT 2030 (Director of Facilities and Engineering (DFE), J3/7).**

## MILESTONES:

1. Complete new Maneuver Enhancement Brigade (MEB) building in Fargo by FY21.
2. Consolidate Remotely-Piloted Aircraft (RPA) operations with Intelligence, Surveillance, Reconnaissance Group (ISGR) by FY25.
3. Construct new armory in Dickinson by FY27.
4. Construct new armory in Jamestown by FY30.

## KEY STAKEHOLDERS:

*Installation and Environmental (I&E) office at NGB and the Military Construction section of I&E, Communities Involved*





# CAPACITY AND CAPABILITY

## OBJECTIVE 2.1:

Establish an operational Simulation (SIM) center NLT 2020 (CGTC, DFE).

## MILESTONES:

1. Request site survey from Army National Guard to determine facility capabilities and shortfalls by FY18.
2. Determine funding solutions for costs of construction and installation of exercise (classified) network supporting the exercise by FY19.
3. Fund additional exercise staff to build scenarios and maintain the exercise network by FY19.
4. Conduct an in-state exercise with the 141 MEB and invite other commands to observe training to solicit future use by FY20.

## KEY STAKEHOLDERS:

*141 MEB, other State MEBs, CGTC, NGB, Mission Command Training Program (MCTP)*



# CAPACITY AND CAPABILITY

## OBJECTIVE 2.2:

**Promote Camp Grafton Training Center (CGTC) and 119th Regional Training Site (RTS) as premier training centers NLT 2020 (CGTC, 119th Wing).**

## MILESTONES:

1. Market facility to potential regional customers by FY18.
2. Initiate a marketing campaign to attract at least two new non-Department of Defense (DoD) clients per year to enhance civil training opportunities at CGTC by FY18.
3. Build or develop at least one new training area or one new “quality of life” facility per year at CGTC by FY18.
4. Attract and retain new DoD users by designing and building training areas specifically targeted at their training requirements or through highlighting existing training areas that meet their requirements by FY20.
5. Develop and implement a comprehensive post security and force protection program to effectively safeguard personnel and property by FY20.

## KEY STAKEHOLDERS:

*NDNG, CGTC, DoD Customers, Non-DoD Customers, State Agencies*



# CAPACITY AND CAPABILITY

## OBJECTIVE 2.3:

**Set conditions to build unmanned systems capacity and capabilities NLT FY24 (J5/9).**

## MILESTONES:

1. Successfully conduct training on Raven systems at CGTC as well as in civilian airspace by FY19.
2. Establish 1 trained crew per platoon in units authorized Raven systems by FY19.
3. Successfully integrate Raven into collective training events in units authorized Raven systems by FY20.
4. Utilize training alignments to explore feasibility of trace unmanned aerial systems (UAS) structure to Brigade Combat Teams by FY22.
5. Develop domestic mission sets for RPA by FY24.

## KEY STAKEHOLDERS:

*Grand Sky, Northern Plains Unmanned Systems Authority, Commercial UAS Companies, RTI, CGTC*



# CAPACITY AND CAPABILITY

## OBJECTIVE 2.4:

**Expand training areas and create additional live fire ranges NLT FY25 (J5/9, DFE, CGTC).**

## MILESTONES:

1. Expand training areas by FY19.
2. Submit project for new Multi-purpose Live Fire Range to NGB by FY19.
3. Establish Aerial Gunnery for U.S. Air Force by FY19.
4. Expand restricted airspace with the Federal Aviation Administration by FY24.
5. Ensure range capabilities support unit live-fire training requirements by FY25.
6. Expand aerial gunnery for U.S. Air Force by FY25.

## KEY STAKEHOLDERS:

*Commercial UAS Companies, DoD Customers, Non-DoD Customers, RTI, CGTC, Civic Leaders*





# STRATEGIC POLICY, COMMUNICATIONS AND ENGAGEMENTS

**STRATEGIC POLICY, COMMUNICATIONS AND ENGAGEMENTS** are all separate but coordinated shaping efforts that set the conditions for accomplishing the strategic plan through focused effects engaging our work force, partners, customers, and stakeholders.

**STRATEGIC POLICY** provides direction or seeks to remove barriers to the accomplishment of the strategic plan and includes new policy initiatives as well as updates to current policies.

**STRATEGIC COMMUNICATIONS** is a coordinated effort that synchronizes the themes and messages to inform and influence our stakeholders in the accomplishment of our strategic plan.

**STRATEGIC ENGAGEMENTS** are those military-to-civilian and military-to-military engagements aimed at our stakeholders to achieve desired outcomes that support accomplishing our strategic objectives.

**PARTNERS** are the key organizations or individuals who work with the NDNG, engaging our stakeholders to achieve common objectives.

- State and Federal National Guard Associations
- Employer Support of the Guard and Reserve (ESGR)
- Service Member and Family Support (SMFS)
- ND Cares

**STAKEHOLDERS** are the people and organizations who have an impact on the success of our organization. Fundamentally, they have interest and/or influence in our organization. We define three tiers of stakeholders.

**Tier 1:** Our KEY stakeholders with interest and influence in our organization who require continuous communication and engagement.

- ND Governor
- Congressional Delegation (CODEL)



- ND Legislature
- Workforce
- Families
- Employers

**Tier 2:** Stakeholders with influence who we engage when and where appropriate to support our strategic objectives.

- National Guard Bureau (NGB)
- Combatant Commanders
- Educators
- Tribal Leaders
- Military Affairs Committees (MAC)
- Department of Emergency Services (DES)

**Tier 3:** Stakeholders with interest in our organization but do not necessarily have influence in accomplishing our strategic objectives.

- Retirees
- Veterans
- Potential Business Partners
- First Responders

# RESOURCES

**R**esources are required to sustain the strategic approach and ensure accomplishment of the strategic plan. Resources encompass people, equipment, time and money. Regarding financial resources, we have four primary mechanisms to resource the strategic plan:

- Efficient use and prioritization of allocated resources.
- Use of programmed (current) resources made available through Program Managers or the Program Budget Advisory Committee (PBAC).
- Request of additional Federal resources.
- Request of additional State resources.



# RISK

**T**he fundamental risk to our strategy is a lack of resources to accomplish all of our objectives. Seldom are there enough resources to do everything at once. Strategy is ultimately about choices. We can manage this risk by thoughtful prioritization over time of the objectives that can be realistically supported with our current and projected resources while also remaining postured to accomplish our unsupported objectives when the needed resources

become available.

This will require wise application of available resources to identified priorities, as well as synchronizing engagements to secure the additional resources required to move unsupported objectives forward toward accomplishment. Furthermore, this will require annual review of the strategic objectives to ensure progress is being made. Where progress is stagnant, we must identify why and how to position the objective back on its glide path.





# JOINT EXECUTIVE COUNCIL

**T**he senior leaders of the North Dakota National Guard serve as the Joint Executive Council (JEC) providing the leadership and direction for the execution of the strategic guidance. The JEC is our governing body for managing our strategic approach. It has the responsibility to establish annual priorities that ensure the organization understands what is important to achieve within the strategic plan. In addition, the JEC directs the shaping and sustaining efforts within the strategic approach to accomplish our strategic objectives.

## **JEC MEMBERS:**

The Adjutant General  
Deputy Adjutant General  
Assistant Adjutant General — Air  
Assistant Adjutant General — Army  
Chief of Staff  
Director of Staff — Air  
119th Wing Commander  
State Command Chief Warrant Officer  
Senior Enlisted Leader  
State Command Chief — Air  
State Command Sergeant Major  
119th Wing Command Chief



# CONCLUSION

I'm a big fan of the saying, "less is more." While our strategic lines of effort contain bold and aggressive objectives, we have purposely prioritized and limited them to ensure focused execution to increase the likelihood of success. With any bold endeavor, there is a chance we will come up short and may need to adjust course. That's okay; failure while attempting great things allows us to grow, adapt, and adjust our course. We will reassess annually to ensure we are pursuing the right objectives and communicate course corrections to the team, as required. Our strategic approach is a team effort and I need our team members to "get into the arena" and be the doers of great things.

*"It is not the critic who counts, nor the man who points how the strong man stumbled or where the doer of deeds could have done them better. The credit belongs to the man who is actually in the arena; whose face is marred by dust and sweat and blood; who strives valiantly ... who knows the great enthusiasms, the great devotions, and spends himself in a worthy cause; who, at best, knows the triumph of high achievement; and who, at the worst, if he fails, at least fails while daring greatly, so that his place shall never be with those cold and timid souls*

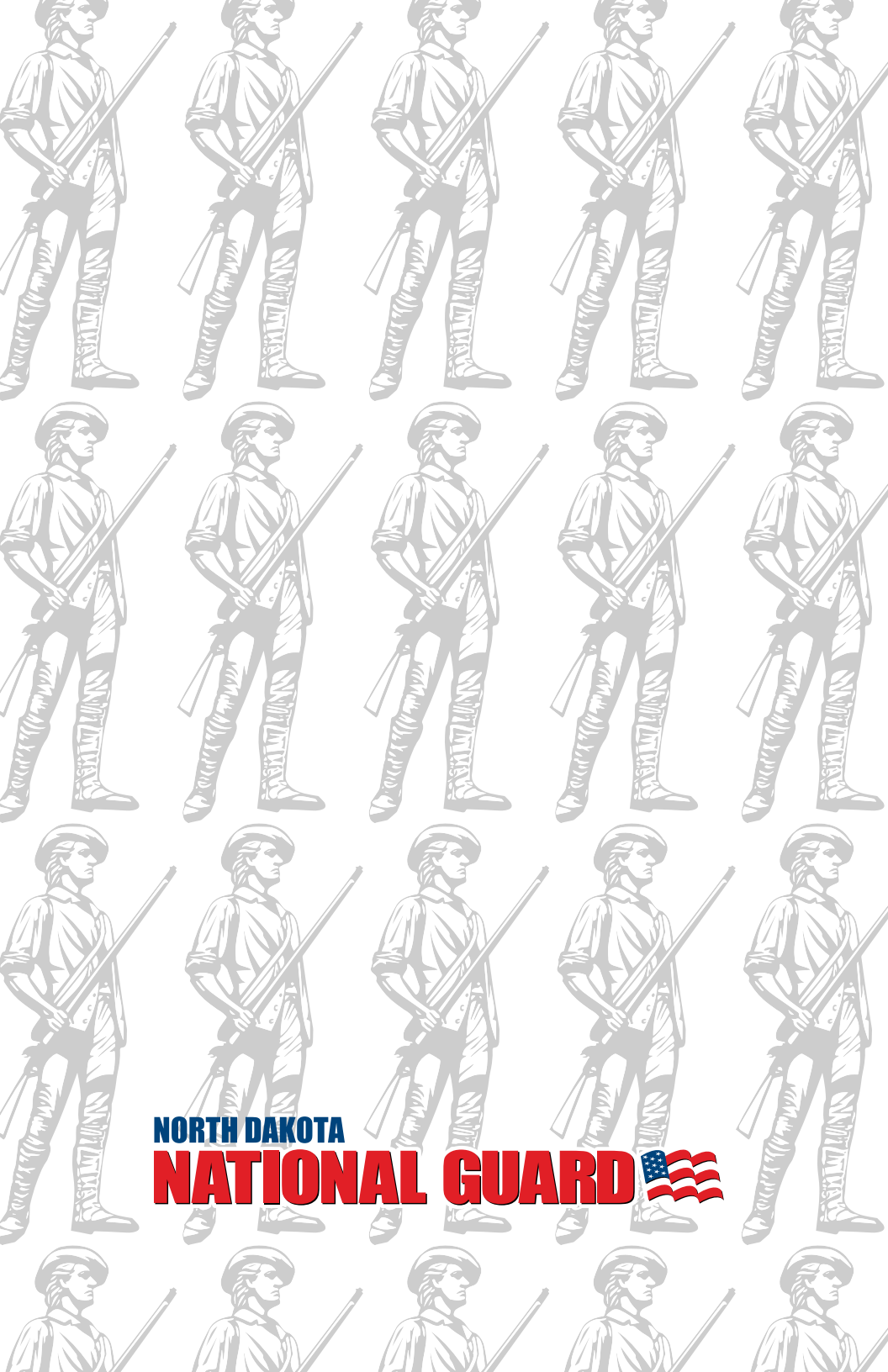
*who know neither victory nor defeat."* —  
Colonel Theodore Roosevelt, 1910

I look forward to working with all of you on this worthy endeavor.



Maj. Gen. Alan Dohrmann  
North Dakota National Guard  
The Adjutant General





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**NATIONAL GUARD** 